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The 1982 Ohio
Agribusiness Compensation Survey:
Summary and Analysis

ESO #1110

by

John R. Fiske and David E. Hahn

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Abstract

Employee compensation, including both wages or salary and benefits represents a significant variable cost to most agribusiness firms. A 1982 survey of the compensation paid by Ohio agribusinesses revealed that firm size and firm location were important determinants of the level of compensation. Larger firms, as measured by gross annual sales and firms located in the more heavily populated areas of the state paid the highest levels of compensation to all employee categories. A comparison of nonmanagerial agribusiness employees with their counterparts outside of agribusiness showed that the latter group was typically paid more.

Key words: agribusiness, employee compensation

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Introduction

The level of employee compensation is critical to the profitability of agribusiness firms for two reasons. First, employee wages and benefits typically constitute the firm's single most important variable expense, accounting for roughly 45 percent of total costs (1). Second, the level of compensation is key to hiring and retaining good employees who likely constitute the firm's single most important resource.

Sensing this importance, the Ohio Grain and Feed Association (OGFA) supported a survey of its member firms designed to offer insights into the level of salaries or wages and benefits among grain-based agribusiness firms in the state of Ohio. The Association and, by implication, its members were interested in knowing the "going rate" for different categories of employees, the breakdown of the total compensation package into salaries or wages and benefits, and the type of annual increases in compensation they might be required to give in order to retain their experienced employees. While the results of this survey have some implications for agribusiness as a whole, they relate most closely to firms engaged in grain merchandising, feed sales, fertilizer sales and general farm supply sales.

The objective of this research is to evaluate the survey results, noting the average and range of compensation of agribusiness employees in the state of Ohio and to analyze the impacts of both firm size and geographic location on the total compensation package and its components. The data will thus be analyzed with respect to type of employee as well as size and location of firm. As part of this evaluation, the results of the present survey will be compared with the results of compensation surveys covering similar occupations

in non-agricultural industries. Because of data limitations, this comparison will be confined to non-managerial employees.

Data Collection

The survey mailed by the Ohio Grain and Feed Association was patterned closely after a 1982 survey conducted by Purdue University to obtain information on compensation of agribusiness employees in the state of Indiana (2). The survey focused on seven employee categories: manager, assistant manager, department manager, elevator employee, office-clerical employee, outside salesperson, and seasonal/part-time employee (see Appendix for employee category definition). Member firms were asked to indicate the age, experience, and years of education of the individual holding each of the positions described by the seven categories as well as annual salary, annual bonus, annual paid vacation, and benefits received by that person. If more than one person was employed in a particular category, then the respondent was asked to supply data for the "typical" employee in that category. Other information was asked of the respondents in order to establish their size and line of business. They were asked to note the sales, total assets and percentage net return ranges, respectively, that described their operation. They were also asked their total number of employees, location in the state, form of ownership, and the percentage of their total sales volume represented by sales of grain and beans, general farm supplies, fertilizer, chemicals, and other services, respectively.

Surveys were mailed to 436 OGFA members. This number represents 56.7 percent of all licensed grain dealers in the state of Ohio. Of the surveys mailed, 125 or 28.7 percent were returned. Of these, 117 provided usable

data. Thus, the sample yielded a 26.8 percent response rate and represents 15.2 percent of the grain dealers in the state.

The results of the survey must be interpreted in light of response rate and the potential for bias that it implies. Nearly 60 percent of the respondents had annual sales in excess of \$3,500,000 which approximates the average annual sales of all licensed grain dealers in Ohio in 1982. This indicates that the survey results overrepresent the larger grain dealers in the state. Assuming that the larger grain dealers tend to give higher compensation, a question to be addressed in this study, then the average compensation levels reported would likely be biased in an upward direction.

Product Mix and Employee Work Force

The size and product mix of the respondents to the survey are shown in the attached Table 1. Annual sales in dollars are used as a measure of firm size. The categories ranged from annual sales of less than \$2,000,000 to annual sales of more than \$15,000,000. The proportion of sales attributable to grain and bean merchandising bears a direct relationship to the level of total sales. Firms whose annual sales were \$2,000,000 or less attributed 43.8 percent of their revenue to grain and bean merchandising while firms whose annual sales were greater than \$2,000,000 attributed 61.4 percent of revenues to grain and bean sales. The farm supplies, fertilizer, and chemical product groups, on the other hand, showed an opposite trend, the firms with less total sales, for the most part achieving a larger proportion of those sales in supplies, fertilizer, and chemicals. Thus, the differences in employee compensation between firms with varying levels of annual sales may arise not just because of differences in the level of sales but also because of differences in the line of business or product mix. However, to the degree that sales

volume and line of business or product mix are directly related, these effects may be impossible to separate.

A similar problem arises with respect to the firm's location within the state. There is considerable regional variation in compensation levels reported by respondents. However, location is also related to product mix. Firms in the northwest quadrant of the state, for example, tend to pay the highest salaries for all employee groups. But firms in this quadrant also tend to be larger (in terms of sales) and are more likely to be involved in grain and bean merchandising. Therefore, it is difficult to ascertain a separate impact of location on average compensation levels.

As expected, the number of persons employed by a firm was directly related to the firm's total annual sales volume. Firms reporting annual sales of less than \$2,000,000 employed, on average, 6.5 persons. Those firms with annual sales of \$2,000,001 to \$5,000,000 averaged 10.2 employees while firms with annual sales of \$5,000,001 to \$15,000,000 employed 18.7 persons on average. Firms with annual sales exceeding \$15,000,000 averaged 55.8 employees.

A Summary of Compensation and Employee Characteristics: All Firms

Table 2, attached, summarizes the compensation levels and employee characteristics for all employee categories and for all the firms in the sample.

Managers, on average, reported the highest annual salary, \$24,073, followed by assistant managers, salespersons, department managers, elevator employees, and office-clerical employees, respectively. Part-time employees received wages of \$4.30 per hour on average. Salespersons had the most costly benefit package at \$5,030, just slightly above that of managers which was

\$5,009. This may be explained by the greater proportion of salespersons receiving profit sharing, commissions, and a company-paid vehicle as part of their benefit package. Some 48 percent of salespersons received profit sharing, 45 percent received commissions, and 69 percent were given a company-paid vehicle. The comparable percentages for managers are 33 percent, 2.6 percent, and 55 percent, respectively. The total cost of benefits for assistant managers and department managers was quite similar, \$2,987 and \$3,069, respectively. Elevator employees averaged a larger benefit package than office-clerical employees, \$2,291 compared to \$2,057. One benefit item listed on the survey form which may account for this difference was uniforms, a benefit more likely to be received by elevator employees, 48 percent of whom were supplied uniforms, than office-clerical employees, only 28 percent of whom were given uniforms.

Managers receive the largest bonus, on average, at \$7,543 with assistant managers a distant second at \$1,767 and salespersons, department managers, office-clerical employees and elevator employees averaging \$1,488, \$722, \$507, and \$500, respectively. As a percentage of total compensation, manager's bonuses averaged 20.6 percent while assistant managers averaged 7.3 percent, salespersons, 6.7 percent and department managers, 4.6 percent. Compared to other employee categories, salespersons may have been expected to receive a higher percentage of their total compensation in the form of bonuses. However, in those firms engaged primarily in grain and bean merchandising, profits may arise primarily from the timing of cash and futures sales and the blending of grain, activities over which the manager and not the salesperson would have authority. Because bonuses are often tied to profits, they may accrue in larger amounts to managers.

As for employee characteristics, managers were the oldest and most experienced employee group, averaging 43.3 years of age and 20.1 years of experience. Assistant managers were 37.3 years old on average and had 12.7 years of experience while department managers averaged 36.8 years of age and 12.6 years of experience. Salespersons were younger on average, 32.9 years of age and had less experience, 9.4 years but averaged more years of education beyond high school than any other employee category. While interpretation of these statistics for salespersons is difficult given the limited data, they may indicate the importance of sales as an entry level position in grain-based agribusiness firms. That would help account for salespersons being, on average, younger. It might also help to account for their higher educational attainment. Elevator employees were, on average, younger than office-clerical employees, averaging 32.2 years of age compared to 39.7 years of age. The years of work experience of the two categories, however, was very similar, roughly 8.5 years for both groups.

A Summary of Employee Benefits: All Firms

Participating firms were asked to indicate whether or not they provided certain benefits to their employees. The benefits indicated on the survey form included profit sharing, commissions, hospital and major medical insurance, life insurance, income continuation, retirement contribution, uniforms, social security, workman's compensation, and a company vehicle. The firms were also asked to note whether these benefits were entirely company paid or whether their cost was shared by the company and the employees. The results are presented in Table 3, attached.

Roughly one-third of managers and assistant managers received profit sharing as a benefit. Very few of the employees in either of these groups

received commissions. Both department managers and salespersons were more likely to receive profit sharing and/or commissions as part of their total compensation. On average, 42 percent of the assistant managers and 48 percent of the salespersons were eligible for profit sharing while 44 percent and 45 percent, respectively, were paid commissions as part of their compensation. The higher incidence of profit sharing and commissions for salespersons would appear to follow a pattern typical of all industries. A salesperson's productivity is best measured by the volume of sales he or she makes. Thus, a relatively high proportion of his or her reward is normally linked to that volume of sales via commissions or profit sharing. The high incidence of profit sharing and commissions among department managers may indicate the importance of the sales function to their overall job description.

There was little difference among employee categories in the proportion of employees receiving hospital and major medical insurance coverage. Among all categories, roughly 90 to 100 percent of employees were receiving major medical and hospital insurance coverage. There was also little difference in the degree to which these insurance coverages were company paid. For most of the employee categories, 65 to 75 percent of the respondents reported company paid insurance. Life insurance was included as a benefit to roughly two-thirds of employees regardless of their job category and in approximately 50 percent of these cases, the policy was entirely company paid.

Income continuation, which represents a form of unemployment insurance, was more likely to be offered to office-clerical employees and salespersons, than to other employees. In cases where it was offered, it was more likely to be entirely company paid. Retirement contributions were included as benefits to roughly one-half of all employees regardless of their job category. And,

in most cases, slightly over one-half of these retirement contribution programs were company paid. Social Security coverage was extended to roughly 90 percent of all employees while workman's compensation covered nearly 95 percent. This high percentage reflects compliance with applicable Workman's Compensation and Social Security regulations. Uniforms were more likely to be one of the benefits accruing to elevator employees, department managers and salespersons while company vehicles were more likely to be part of the compensation of managers and salespersons.

Employee Compensation and Characteristics by Sales Class

The attached Tables 4.1 through 4.4 report the average salary, benefit costs, bonus, and characteristics of employees of firms in four sales categories. These categories are annual sales of less than \$2,000,000, annual sales of \$2,000,001 to \$5,000,000, annual sales of \$5,000,001 to \$15,000,000, and annual sales exceeding \$15,000,000.

The interpretation of firm size comparisons must proceed with several cautions in mind. First, the sample may be weighted more heavily toward larger firms. If this weighting is disproportionate to the underlying population it may make for some difference in how representative the smaller versus larger firms in the sample are of their respective populations. Secondly, as mentioned previously, firm size appears to be associated with line of business and geographic location. The extent to which these two factors rather than sales level contribute to differences in compensation is not revealed by the data. Third, the job descriptions of the employee categories might not be entirely appropriate to all firms, especially the smaller ones, which have less specialized employees, making comparison difficult. Finally, smaller

firms are more likely to be sole proprietorships wherein part of the owner's compensation would be in the form of return to equity. It is difficult to say if the survey accurately captured this aspect of compensation.

With these cautions in mind, it is hypothesized that larger firms, as measured by annual sales in dollars, offer the highest compensation. This is expected to be true for all employee categories. For one thing, larger firms are typically more efficient than smaller firms. This efficiency, furthermore, is typically associated with a greater capital investment and a greater specialization of labor. Thus, employees of larger firms may be more productive. For another, larger firms, given their greater and more specialized labor needs may find themselves in competition with more alternative employers and be required to offer greater compensation to attract good employees. Other factors may also be important. To the extent that smaller firms tend to be located in certain regions of the state and to the extent that those regions are economically less vibrant, lower compensation to employees of these firms may be due to lower employee opportunity cost.

Average salaries for all six employee categories were indeed highest for those firms with the greatest annual sales. Among managers, for example, the average salary in firms selling less than \$2,000,000 a year was \$18,573. The average was higher for each succeeding sales category, culminating in \$34,261 for firms with sales exceeding \$15,000,000. As shown in Tables 4.1 through 4.4 this same pattern occurred with all employee categories.

The pattern was repeated, for the most part, with respect to cost of benefits. For all employee groups except managers and salespersons, the cost of benefits was directly related to the size of the firm as measured by annual sales. In the case of managers, the cost of benefits for managers of firms

with sales of \$2,000,000 to \$5,000,000 was greater than that for managers in the next highest sales category, \$5,000,001 to \$15,000,000. And, in the case of salespersons, the cost of benefits averaged more for the lowest sales category than it did for the two succeeding categories.

With respect to bonuses, firm size appeared to have little association with the average size of bonus. Bonuses are likely to be the portion of total compensation that is most discretionary. Even firms with identical bonus policies could experience markedly different bonus payments in a given year, depending on profits or sales in that year. Furthermore, the distinction between profit sharing as a benefit and bonus as a separate aspect of compensation may not have been clear on the survey forms leading to some differences among firms in how they reported compensation over and above base salaries.

The data reveal no consistent relationship between firm size and employee characteristics. Among managers and assistant managers, those working for firms with annual sales of more than \$5,000,000, were older, on average, and likely to have more work experience but not necessarily more years of formal education. The pattern was repeated for the most part with respect to years of work experience for all other employees.

Employee Benefits by Sales Class

Benefits are typically a less visible portion of total compensation than salary. With the exception of vacations, commissions, and profit sharing programs, benefit packages may be difficult for most prospective employees to compare. On the other hand, more mobile employees have probably come to expect a benefit package consisting of, at the least, hospital and major medical insurance and possibly life insurance and employer retirement contributions as well. For the most part, there was little difference in the

availability of these benefits among firms with annual sales greater than \$2,000,000 (see attached Tables 5.1 through 5.4). For these firms, nearly 100 percent of all employees, regardless of their category, were covered by hospital and major medical insurance. The survey does not reveal whether these benefits were of comparable value. The percentage was somewhat lower for employees of firms with sales of less than \$2,000,000. The availability of life insurance was less and showed no strong trend with respect to firm size. The availability of retirement contribution programs was strongly associated with firm size for every employee category. Among managers, only 24 percent of those employed by firms with annual sales of less than \$2,000,000 received retirement contributions as a benefit. This compares to 100 percent of those employed by firms with sales of over \$15,000,000. This degree of contrast was the rule for all employee categories. The incidence of income continuation as a benefit appears to be directly related to firm size, although the most significant contrast appeared in the comparison of firms with sales of less than \$15,000,000 with those with sales exceeding \$15,000,000.

Employee Compensation and Characteristics by Geographic Region

Tables 6.1 through 6.4 report the average salary, benefit costs, bonus, and characteristics of employees of agribusiness firms by geographic region. Geographic region refers to the quadrant of the state, northwest, northeast, southeast, or southwest, in which the firm is located.

The location of agribusiness firms in the state is expected to have an influence on compensation levels for two reasons. First, there is some association between location and firm size and the latter has already been shown to be positively related to compensation levels. Second, economic activity is unequally distributed over the state and in those regions where economic

activity is the greatest, employee mobility and opportunity costs will likewise be greatest. Other factors held constant, these areas are also likely to have the highest compensation.

For both of these reasons, agribusiness firms in the northern half of the state would be expected to pay higher compensation. Agribusiness firms in the northwest quadrant tend to be larger, on average, than those in other areas of the state. Furthermore, the entire northern half of the state and especially the northeast quadrant, being highly industrialized, has traditionally offered more employment opportunities. The recent high rate of unemployment in this area notwithstanding, its pay scale, on average, is likely to be higher than that of the other quadrants.

The data reported in Tables 6.1 through 6.4 indicate the average salaries for all employee categories except salespersons are likely to be higher in the northern half of the state. For managers, firms in the northeast offered the highest average salary, followed by those in the northwest, the southwest, and the southeast, respectively. Firms in the northwestern quadrant paid the highest average salaries to assistant managers and department managers followed by firms in the northeastern, southwestern and southeastern quadrants, respectively. For elevator and office-clerical employees, firms in the northeast again paid the highest average salaries followed, in the case of elevator employees by firms in the southeast, the northwest, and the southwest, and in the case of office-clerical employees, by firms in the northwest, southeast, and northwest.

The data show little consistency with respect to the total cost of benefits. Taking all employee categories together, the total cost of benefits is

likely to be higher, on average, for employees working for firms in the northwest quadrant of the state. This is followed by firms in the southwest, the southeast, and the northeast, respectively.

There appear to be few consistent regional differences in employee characteristics. Regardless of employee category, employees of firms in the southeast region were younger, on average, than those employed by firms in the other three regions. Given their younger age, it is not unexpected that they also, on average, have fewer years of experience.

Employee Benefits by Geographic Region

Few consistent regional differences are noted in the availability of benefits to employees. As shown in Tables 7.1 through 7.4, from 95 to 100 percent of most employee categories in all regions received some type of hospital and major medical insurance coverage of which their employers paid all or part of the premiums. The percentage was smaller for assistant managers and office-clerical employees of firms in the northeast. Anywhere from 50 percent to 100 percent of employees in all categories and all regions received life insurance policies paid for in part by their employers. But no regional pattern emerged. Income continuation benefits are available to roughly one-third to two-thirds of all employees regardless of region. For most employee categories, employees in the northwest region of the state were most likely to have income continuation benefits. Retirement contributions partially paid for by the employer were available to anywhere from 33 percent to 100 percent of employees in all employee categories. It appears, again, that this particular benefit is more likely to accrue to employees of firms located in the northwest part of the state. The incidence of the other listed benefits does not appear to be influenced by geographic region.

A Comparison of Compensation of Non-Supervisory Employees:
Agribusiness versus Metropolitan Manufacturing and Service Industries

The Bureau of Labor Statistics' Area Wage Surveys offer some comparative statistics for elevator employees and office-clerical employees. In 1981, wage surveys were published for the following Ohio metropolitan areas: Cleveland, Cincinnati, Columbus, and Toledo (3,4,5,6). Table 8, attached, presents the comparative data. To the extent that the agribusiness survey reflects rural or small town employment, workers in the metropolitan areas would be expected to earn higher wages and salaries, on average. For one thing, urban wage rates are often higher to compensate for the higher cost of living. For another, employee mobility is probably greater in urban areas making the market somewhat more competitive. The strong presence of labor unions in urban areas may be another factor accounting for higher urban wages. The available data do not allow a direct comparison. Two occupational categories, secretary and accounting clerk, were averaged from the BLS wage survey to represent the metropolitan office-clerical worker category. Four categories, warehousemen, truck drivers, material handling laborer, and forklift operator, were selected as representative of occupations comparable to that of an elevator employee. The BLS survey reported the earnings of the secretaries and accounting clerks on a weekly basis. The earnings of the others were reported on an hourly basis. To facilitate the comparison, salary data from the agribusiness survey were adjusted to a per week and per hours basis, respectively, for office-clerical employees and elevator employees. This adjustment was made by assuming that office-clerical employees worked 52 weeks a year and that elevator employees worked 52 forty-hour weeks for a total of 2,080 hours per year.

This adjustment presents further problems in interpretation of the results because it assumes no seasonal variations in the length of the work week, which may be a likely occurrence in the case of agribusiness employees. As anticipated, however, the workers in the metropolitan areas average higher earnings than their counterparts in agribusiness. While office-clerical employees in agribusiness earned \$199 per week the composite office-clerical worker earned \$229. The elevator employee averaged \$6.14 per hour while the composite material handling/warehouseman employee averaged \$9.04 per hour.

The wage surveys for the Columbus and Toledo metropolitan areas also give an indication of the incidence of selected benefits accruing to production and related workers and office workers in those areas. Of the office workers employed in both metropolitan areas, nearly 92 percent received hospital and major medical insurance and 100 percent received life insurance while roughly 90 percent were covered by a retirement pension. Similar statistics for production and related workers were 90 percent for hospital insurance, 71 percent for major medical insurance, 95 percent for life insurance, and 82 percent for retirement pension. Recalling the data from the survey of agribusiness shown in Table 3, 90 percent of office-clerical employees and 99 percent of the elevator employees were covered by hospital insurance, while 79 percent and 93 percent, respectively, were covered by major medical insurance. Life insurance accrued as a benefit to 45 percent of the office-clerical employees and 64 percent of the elevator employees. Retirement contributions were part of the benefits of 40 percent of the office-clerical employees and 52 percent of the elevator employees. This shows a big difference in the incidence of benefits accruing to urban workers and agribusiness employees. Interpretation is difficult, however, because the job categories are not directly comparable.

Implications of the Study

The implications that can be drawn from this study are limited by the lack of comparable data from past years or from different industries.

The most distinctive characteristic of agribusiness compensation as revealed by the data is the strong association of firm size and geographic region with compensation level. Over all employee categories, total compensation increases with the size of the firm as measured by annual dollar sales. Likewise, for all employee categories average compensation is higher in the northern half of the state. These results are encouraging in that they are consistent with reasonable hypotheses about compensation levels, firm size, and geographic region. The former result is also consistent with an earlier study of agribusiness compensation done in Indiana (2). The data show further that the difference in compensation level among firms of different sizes is more pronounced for managers and assistant managers than it is for other employee categories. Managers of firms with sales exceeding \$15,000,000 averaged a salary 85 percent greater than managers of firms whose sales were less than \$2,000,000. Assistant managers of the firms in the largest sales category had salaries that, on average, were 96 percent greater than assistant managers of firms in the lowest sales category. The comparable percentage difference in salary for department managers, elevator employees, office-clerical employees, and salespersons was, respectively, 52 percent, 45 percent, 54 percent, and 31 percent. This pattern in compensation has important consequences, especially for the growing agribusiness firm. Attraction and retention of good employees, particularly in the management ranks will require firms to regularly assess their compensation levels.

The rough comparison drawn between agribusiness employees and urban workers in similar occupations suggests that the latter have greater earnings and more benefits. This conclusion would likely be borne out by a more detailed comparison. However, location and firm size probably have more to do with the difference in compensation than does the distinction between an agriculturally related versus a non-agriculturally related line of business.

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Appendix: Employee Categories

Manager - The individual responsible for day-to-day decisions. This individual will have only periodic direction from a board of directors, owner, or supervisor in the case of a chain operation.

Assistant Manager - The second person in an elevator or farm supply firm. The person in charge when the manager is away from the plant. Has direct supervision over employees in manager's absence. May have direct responsibility in specific areas as delegated by the manager.

Department Manager or Supervisor - Departments may include grain, feed, fertilizer, etc. These individuals, as defined for the purpose of this study, represent the third level of management (fourth level in large firms). They have responsibility for two or more employees in a specific area or areas. They report to a higher level (manager, assistant manager, or plant superintendent).

Typical Elevator Employee: Truck Driver, Sales Clerk - These workers have no responsibility for the supervision of others. They are usually hourly employees and their work station may or may not vary day to day.

Typical Employee: Office, Clerical - These workers perform the clerical and secretarial functions in the business. They are usually hourly employees and their work station does not vary from day to day.

Typical Outside Salesperson - An individual who spends over 50 percent of his/her time calling on potential customers, off the premises.

Typical Seasonal (part-time) Employee - These workers are paid hourly. Their work hours vary, with seasonal peaks.

Table 1: Percentage of Total Sales Derived from Selected Products and Employee Work Force of Ohio Agribusiness Firms by Sales Class, 1982.

Item	Sales Under \$2,000,000				Sales of \$2,000,000 to \$5,000,000			
	Average	Range		Number	Average	Range		Number
		Low	High			Low	High	
Grains & Beans (%)	43.8	0	95	20	58.1	0	99	36
Farm Supplies (%)	29.9	0	90	18	17.2	0	50	32
Fertilizer (%)	25.7	0	70	20	16.9	0	50	30
Chemicals (%)	10.5	0	26	20	7.1	0	30	33
Other (%)	16.3	0	100	22	11.2	0	70	25
No. of Employees	6.2	0	17	26	10.2	1	25	38

Item	Sales of \$5,000,001 to \$15,000,000				Sales Over \$15,000,000			
	Average	Range		Number	Average	Range		Number
		Low	High			Low	High	
Grains & Beans (%)	63.1	0	94	34	67.3	25	95	10
Farm Supplies (%)	14.4	0	41	31	9.9	0	50	9
Fertilizer (%)	15.0	0	73	30	9.4	0	30	8
Chemicals (%)	7.4	0	60	30	3.1	0	10	8
Other (%)	15.0	0	100	29	13.8	0	41	9
No. of Employees	18.7	8	55	37	55.8	14	128	10

Table 2: Summary of Compensation Values and General Employee Characteristics,
Ohio Agribusiness Firms, 1982, All Firms.

Item	MANAGER				ASSISTANT MANAGER				DEPARTMENT MANAGER			
	Average	Range		Number	Average	Range		Number	Average	Range		Number
Salary	\$24,073	\$11,700	\$60,000	111	\$19,326	\$8,000	\$50,000	59	\$15,806	\$9,500	\$30,000	55
Total Cost of Benefits	5,009	160	12,000	94	2,987	160	10,000	46	3,069	540	8,000	44
Bonus	7,543	50	25,000	46	1,767	50	18,000	24	722	50	5,030	26
Age	43.3	23	64	114	37.3	18	64	58	35.8	21	62	57
Education	1.4	0	5	114	1.4	0	4	60	--	0	4	57
Work Experience	20.1	2	42	114	12.7	1	40	60	12.6	2	40	57
Vacation (days)	18.5	0	60	114	15.6	0	60	60	17.1	0	30	57

Item	ELEVATOR EMPLOYEE				OFFICE-CLERICAL EMPLOYEE				SALESPERSON			
	Average	Range		Number	Average	Range		Number	Average	Range		Number
Salary	\$12,267	\$1,300	\$20,500	108	\$10,366	\$3,500	\$19,000	98	\$15,549	\$9,100	\$25,000	32
Total Cost of Benefits	2,291	168	8,200	83	2,057	90	8,000	76	5,030	780	10,000	26
Bonus	500	50	1,500	40	507	50	1,046	39	1,488	50	4,143	12
Age	32.2	20	60	108	39.7	20	62	99	32.9	21	57	33
Education	--	0	2	108	0	0	5	100	1.9	0	4	33
Work Experience	8.5	1	23	108	8.6	1	30	100	9.4	1	31	33
Vacation (days)	13.1	0	28	108	14.5	0	30	100	10.9	0	21	33

Item	PART-TIME EMPLOYEE			
	Average	Range		Number
Hourly Wage	\$4.30	\$3.35	\$7.00	52
Age	25.4	17	65	51

Table 3: Summary of Ohio Agribusiness Firms Employee Benefits, 1982, All Firms.

Item	MANAGER							ASSISTANT MANAGER							DEPARTMENT MANAGER						
			Co.		Employee					Co.		Employee					Co.		Employee		
	Yes	No	N.A.	PaId	Shared	PaId	No.	Yes	No	N.A.	PaId	Shared	PaId	No.	Yes	No	N.A.	PaId	Shared	PaId	No.
Profit Sharing	38	76					114	20	40					60	24	33					57
Commission	3	111						4	56						25	32					
Hospital			2	88	24					2	43	14	1					41	15		1
Major Medical			7	85	22					4	41	14	1					42	14		1
Life			33	57	19	5				17	29	9	5				13	29	12		3
Income Continuation			71	28	12	3				40	10	6	4				35	14	7		1
Retirement Contrib.			48	34	30	2				27	17	12	4				19	22	16		
Uniforms			67	33	12	2				35	16	7	2				26	23	8		
Social Security			13	38	60	3				5	24	29	2				3	19	32		3
Workman's Comp.			8	97	9					3	47	9	1				2	45	9		1
Vehicle			43	63	8					40	17	1	2				45	9	3		

Item	ELEVATOR EMPLOYEE							OFFICE-CLERICAL EMPLOYEE							SALESPERSON						
			Co.		Employee					Co.		Employee					Co.		Employee		
	Yes	No	N.A.	PaId	Shared	PaId	No.	Yes	No	N.A.	PaId	Shared	PaId	No.	Yes	No	N.A.	PaId	Shared	PaId	No.
Profit Sharing	26	81					107	25	75					100	16	17					33
Commission	1	106							100						15	18					
Hospital			1	76	29	1				8	63	27	2					26	7		
Major Medical			5	72	28	2				21	51	26	2					25	8		
Life			33	50	18	6				49	31	14	6				7	19	5		1
Income Continuation			74	21	9	3				54	28	15	3				18	9	6		
Retirement Contrib.			48	30	26	3				58	20	20	2				13	10	9		1
Uniforms			55	37	14	1				72	20	8					13	14	5		1
Social Security			8	36	59	4				9	35	53	3				2	12	18		1
Workman's Comp.			5	94	8					6	83	10	1				2	28	3		
Vehicle			100	5	2					95	3	2					8	23	2		

Item	PART-TIME EMPLOYEE				
			Co.		No.
	N.A.	PaId	Shared	PaId	
Hospital		13	1	2	16
Major Medical		3	1	1	5
Life		1		1	2
Income Continuation				1	1
Retirement Contribution					
Uniforms		5		1	6
Social Security		16	25	3	44
Workman's Comp.		40	21	1	62

Table 4.1: Summary of Compensation Values and General Employee Characteristics,
Ohio Agribusiness Firms, 1982, Sales under \$2,000,000.

Item	MANAGER				ASSISTANT MANAGER				DEPARTMENT MANAGER			
	Average	Range		Number	Average	Range		Number	Average	Range		Number
		Low	High			Low	High			Low	High	
Salary	\$18,572	\$12,000	\$30,000	23	\$14,555	\$8,000	\$22,000	14	\$12,930	\$3,000	\$16,000	6
Total Cost of Benefits	3,674	510	10,280	21	2,061	0	4,425	11	2,320	1,600	3,200	5
Bonus	9,273	0	25,000	9	1,261	0	1,792	4	567	200	1,000	3
Age	42.7	23	60	25	35.7	18	62	14	34.9	21	50	7
Education	.9	0	0	25	1.2	0	5	15	1.5	0	4	7
Work Experience	19.5	2	38	25	11.0	1	30	15	10.4	2	20	7
Vacation (days)	15.8	0	30	25	11.9	0	30	15	16.0	0	30	7

Item	ELEVATOR EMPLOYEE				OFFICE-CLERICAL EMPLOYEE				SALESPERSON			
	Average	Range		Number	Average	Range		Number	Average	Range		Number
		Low	High			Low	High			Low	High	
Salary	\$11,309	\$1,300	\$15,000	22	\$ 8,788	\$3,500	\$13,000	17	\$14,120	\$12,000	\$18,000	5
Total Cost of Benefits	1,828	168	3,000	15	1,000	90	4,605	12	4,020	2,000	8,000	5
Bonus	462	100	1,164	8	342	50	500	6	1,375	200	2,500	4
Age	32.9	20	57	22	41.4	25	62	17	31.2	21	55	5
Education	—	0	2	22	—	0	5	17	1.2	0	4	5
Work Experience	7.2	1	23	22	6.7	1	12	17	2.2	1	5	5
Vacation (days)	11.7	0	14	22	10.7	0	30	17	—	14	14	5

Item	PART-TIME EMPLOYEE			
	Average	Range		Number
		Low	High	
Hourly Wage	\$4.69	\$3.35	\$7.00	10
Age	25.5	17	63	10

Table 4.2: Summary of Compensation Values and General Employee Characteristics,
Ohio Agribusiness Firms, 1982, Sales of \$2,000,001 to \$5,000,000.

Item	MANAGER				ASSISTANT MANAGER				DEPARTMENT MANAGER			
	Average	Range		Number	Average	Range		Number	Average	Range		Number
		Low	High			Low	High			Low	High	
Salary	\$22,032	\$14,500	\$36,000	36	\$17,347	\$10,500	\$36,000	17	\$16,502	\$9,500	\$24,000	13
Total Cost of Benefits	5,669	160	10,000	32	3,145	160	8,900	14	2,973	1,000	5,000	12
Bonus	6,033	100	21,000	17	3,155	150	18,000	10	681	350	1,000	8
Age	40.1	25	62	39	30.8	22	45	16	40.1	22	62	14
Education	1.9	0	4	39	2.2	0	4	17	--	0	4	14
Work Experience	15.5	2	36	39	8.4	1	17	17	14.9	3	35	14
Vacation (days)	12.9	6	28	39	9.7	0	21	17	11.4	0	21	14

Item	ELEVATOR EMPLOYEE				OFFICE-CLERICAL EMPLOYEE				SALESPERSON			
	Average	Range		Number	Average	Range		Number	Average	Range		Number
		Low	High			Low	High			Low	High	
Salary	\$13,416	\$8,500	\$19,000	39	\$11,546	\$7,500	\$19,000	38	\$15,445	\$12,000	\$21,000	9
Total Cost of Benefits	2,762	710	8,200	33	2,459	110	8,000	31	3,380	1,000	7,000	8
Bonus	450	100	1,000	15	602	100	1,000	16	1,736	400	4,143	4
Age	33.4	23	48	39	36.7	20	58	38	35.1	23	57	9
Education	--	0	2	39	--	0	4	38	1.3	0	4	9
Work Experience	7.6	2	18	39	8.6	1	30	38	10.7	3	31	9
Vacation (days)	11.0	0	21	39	9.4	0	21	37	12.8	10	21	9

Item	PART-TIME EMPLOYEE			
	Average	Range		Number
		Low	High	
Hourly Wage	\$4.06	\$3.50	\$5.25	18
Age	27.2	18	65	17

Table 4.3: Summary of Compensation Values and General Employee Characteristics,
Ohio Agribusiness Firms, 1982, Sales of \$5,000,001 to \$15,000,000.

Item	MANAGER				ASSISTANT MANAGER				DEPARTMENT MANAGER			
	Average	Range		Number	Average	Range		Number	Average	Range		Number
		Low	High			Low	High			Low	High	
Salary	\$26,504	\$11,700	\$45,000	38	\$19,322	\$12,740	\$29,000	20	\$17,915	\$15,000	\$24,000	28
Total Cost of Benefits	4,968	740	12,000	35	3,412	780	8,000	17	3,541	540	8,000	24
Bonus	5,354	50	25,000	16	2,119	50	6,984	7	1,249	50	5,030	12
Age	43.0	23	64	39	39.9	21	64	20	40.1	24	60	28
Education	1.8	0	5	39	1.4	0	4	20	—	0	4	28
Work Experience	18.2	2	42	39	12.0	1	40	20	14.4	2	40	28
Vacation (days)	19.3	8	28	39	14.9	0	28	20	15.5	7	30	28

Item	ELEVATOR EMPLOYEE				OFFICE-CLERICAL EMPLOYEE				SALESPERSON			
	Average	Range		Number	Average	Range		Number	Average	Range		Number
		Low	High			Low	High			Low	High	
Salary	\$14,869	\$11,000	\$18,500	39	\$12,687	\$6,100	\$17,900	36	\$17,150	\$9,100	\$25,000	15
Total Cost of Benefits	3,050	500	7,500	32	2,533	500	4,500	30	3,744	780	8,000	12
Bonus	527	50	1,500	15	539	50	1,046	15	717	50	2,000	4
Age	31.6	20	60	39	38.9	23	60	36	30.6	21	40	15
Education	—	0	2	39	—	0	2	37	1.9	0	4	15
Work Experience	7.6	2	20	39	8.9	2	28	37	7.6	0	15	15
Vacation (days)	13.3	0	25	39	13	0	28	37	11.9	0	15	15

Item	PART-TIME EMPLOYEE			
	Average	Range		Number
		Low	High	
Hourly Wage	\$4.57	\$3.35	\$6.35	18
Age	27.7	18	65	18

Table 4.4: Summary of Compensation Values and General Employee Characteristics,
Ohio Agribusiness Firms, 1982, Sales over \$15,000,000.

Item	MANAGER				ASSISTANT MANAGER				DEPARTMENT MANAGER			
	Average	Range		Number	Average	Range		Number	Average	Range		Number
		Low	High			Low	High			Low	High	
Salary	\$34,261	\$28,500	\$60,000	11	\$28,575	\$23,600	\$50,000	8	\$19,604	\$17,000	\$30,000	8
Total Cost of Benefits	8,283	5,000	12,000	6	6,250	2,000	10,000	4	4,833	3,000	8,000	3
Bonus	3,950	800	6,000	4	1,600	50	3,300	3	525	50	5,000	3
Age	48.1	32	58	11	45.5	33	53	8	39.6	24	56	8
Education	1.7	0	4	11	1.6	0	4	8	—	0	2	8
Work Experience	25.4	6	40	11	19.3	10	35	8	17.3	5	38	8
Vacation (days)	22.4	10	60	11	21.4	11	60	8	17.8	10	30	8

Item	ELEVATOR EMPLOYEE				OFFICE-CLERICAL EMPLOYEE				SALESPERSON			
	Average	Range		Number	Average	Range		Number	Average	Range		Number
		Low	High			Low	High			Low	High	
Salary	\$16,417	\$10,498	\$20,500	8	\$13,557	\$11,100	\$16,000	7	\$18,500	\$18,000	\$19,500	3
Total Cost of Benefits	3,467	1,500	6,000	3	3,033	1,500	5,000	3	10,000	—	—	1
Bonus	525	50	1,000	2	525	50	1,000	2	—	—	—	—
Age	33.3	25	48	8	36.1	24	45	8	38.4	24	43	4
Education	—	0	1	8	—	0	1	8	2.7	2	4	4
Work Experience	10.4	4	20	8	9.9	2	12	8	17.1	1	23	4
Vacation (days)	15.4	10	28	8	14.7	8	21	8	12.7	10	13	4

Item	PART-TIME EMPLOYEE			
	Average	Range		Number
		Low	High	
Hourly Wage	\$4.69	\$4.00	\$5.00	6
Age	29.6	18	63	6

Table 5.1: Summary of Employee Benefits, Ohio Agribusiness Firms,
1982, Sales Under \$2,000,000.

Item	MANAGER								ASSISTANT MANAGER								DEPARTMENT MANAGER							
	Co.				Employee				Co.				Employee				Co.				Employee			
	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.			
Profit Sharing	4	21					25	4	11					15	2	5					7			
Commission	1	24					25		15					15		7					7			
Hospital			1	22	2		25			1	11	2	1	15				6	1	1	7			
Major Medical			3	21	1		25			2	10	2	1	15				6	1	1	7			
Life			11	13	1		25			9	4		2	15			3	3	1	3	7			
Income Continuation			19	4	1		24			11	2		2	15			7			1	7			
Retirement Contrib.			18	2	3	1	24			10	1	2	2	15			5	2			7			
Uniforms			20	4			24			10	3			13			5	2			7			
Social Security			4	10	10	1	25			1	7	7		15			2	5		3	7			
Workman's Comp.			2	22	1		25			1	13	1		15			1	6		1	7			
Vehicle			15	9			24			11	3		1	15			6	1			7			

Item	ELEVATOR EMPLOYEE							OFFICE-CLERICAL EMPLOYEE							SALESPERSON						
	Co.			Employee				Co.			Employee				Co.			Employee			
	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.
Profit Sharing	1	20					21	25	75					17	16	17					5
Commission		21					21		100					17	15	18					5
Hospital			1	14	5	1	21			5	9	2	1	17				5			5
Major Medical			3	13	4	1	21			6	9	1	1	17				5			5
Life			12	6	2	1	21			10	5	1	1	17			3	2		1	5
Income Continuation			17	2	1	1	21			15	1		1	17			5				5
Retirement Contrib.			17	1	1	2	21			14	1	1	1	17			4	1		1	5
Uniforms			16	5			21			14	3			17			3	2		1	5
Social Security			3	7	11		21			3	6	8		17			1	3	1	1	5
Workman's Comp.			2	19			21			1	15	1		17				5			5
Vehicle			20	1			21			16	1			17			1	3	1		5

Item	PART-TIME EMPLOYEE				
	Co.		Employee		
	N.A.	Paid	Shared	Paid	No.
Uniforms	5	1	3		6
Social Security		3	3		6
Workman's Comp.		6			

Table 5.2: Summary of Employee Benefits, Ohio Agribusiness Firms,
1982, Sales of \$2,000,001 to \$5,000,000.

		MANAGER							ASSISTANT MANAGER							DEPARTMENT MANAGER						
		Co.			Employee				Co.			Employee				Co.			Employee			
Item	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.	
Profit Sharing	14	25					39	4	13					15	2	12					14	
Commission	2	37					39	3	14					15		14					14	
Hospital				28	11		39			1	9	7		15				8	5	1	14	
Major Medical			2	27	10		39			2	8	7		15				9	4	1	14	
Life			11	18	8	2	39			1	9	5	2	15			2	8	3	1	14	
Income Continuation			23	12	3	1	39			11	2	3	1	15			9	3	2		14	
Retirement Contrib.			20	8	10	1	39			10	2	4	1	15			8	1	5		14	
Uniforms			21	12	4	2	39			11	3	3		13			10	3	1		14	
Social Security			3	16	20		39			2	7	8		15			1	5	8		14	
Workman's Comp.			3	33	3		39			1	13	3		15			1	12	1		14	
Vehicle			13	25	1		39			10	7			15			11	2	1		14	

Item	ELEVATOR EMPLOYEE							OFFICE-CLERICAL EMPLOYEE							SALESPERSON						
	Co.			Employee				Co.			Employee				Co.			Employee			
	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.
Profit Sharing	7	32					39	6	32					17	16	17					9
Commission	1	38					39		38					17	15	18					9
Hospital				24	15		39			3	20	14	1	17				6	3		9
Major Medical			2	23	13	1	39			5	19	13	1	17				6	3		9
Life			10	18	8	3	39			11	15	9	3	17			5	7	1	1	9
Income Continuation			27	8	3	1	39			26	9	3	1	17			4	2	2		9
Retirement Contrib.			20	7	12		39			19	3	12	1	17			6		5		9
Uniforms			21	13	4	1	39			29	12	2		17			1	2	1		9
Social Security			2	15	22		39			3	2	20		17			1	3	5		9
Workman's Comp.			1	34	4		39			3	20	4		17				8			9
Vehicle											4			17							9

Item	PART-TIME EMPLOYEE				
	Co.		Employee		
	N.A.	Paid	Shared	Paid	No.
Hospital	10	2	2	1	15
Major Medical	10	2	2	1	15
Social Security		5	10		15
Uniforms	13	1		1	15
Workman's Comp.		13	2		15

Table 5.3: Summary of Employee Benefits, Ohio Agribusiness Firms,
1982, Sales of \$5,000,001 to \$15,000,000.

Item	MANAGER							ASSISTANT MANAGER							DEPARTMENT MANAGER						
	Co.			Employee				Co.			Employee				Co.			Employee			
	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.
Profit Sharing	13	26					39	6	14					20	14	14					28
Commission		39					39	1	19					20	25	3					28
Hospital			1	34	4		39				19	1		20			23	5			28
Major Medical			2	33	4		39				19	1		20			23	5			28
Life			9	21	9		39			6	11	3		20			7	13	8		28
Income Continuation			26	9	4		39			15	4		1	20			16	8	4		28
Retirement Contrib.			10	18	11		39			6	11	2	1	20			5	15	8		28
Uniforms			21	14	4		39			11	6	1	2	20			11	12	4		28
Social Security			6	12	20		39			2	9	8	1	20			9	17	2		28
Workman's Comp.			3	34	2		39			1	17	1	1	20			23	5			28
Vehicle			13	20	6		39			15	4	1		20			24	2	2		28

Item	ELEVATOR EMPLOYEE							OFFICE-CLERICAL EMPLOYEE							SALESPERSON						
	Co.			Employee				Co.			Employee				Co.			Employee			
	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.
Profit Sharing	12	27					39	11	16					37	6	9					15
Commission		39					39		37		31			37	8	7					15
Hospital				34	5		39				30	6		37			12	3			15
Major Medical				32	7		39			10	19	7		37			11	4			15
Life			10	21	8		39			27	6	8		37			5	6	4		15
Income Continuation			27	8	4		39			10	16	11		37			7	5	3		15
Retirement Contrib.			11	17	10	1	39			25	8	4		37			5	6	3	1	15
Uniforms			17	15	7		39			25	8	4		37			3	8	3	1	15
Social Security			3	14	19	3	39			3	13	19	2	37			5	9	1		15
Workman's Comp.			2	35	2		39			2	32	3		37			1	12	2		15
Vehicle			36	1	2		39			35		2		37			5	10			15

Item	PART-TIME EMPLOYEE				
	Co.		Employee		
	N.A.	Paid	Shared	Paid	No.
Hospital	14	2			16
Major Medical	15	1			16
Life	15	1			16
Uniforms	14	2			16
Social Security		6	8	2	16
Workman's Comp.		15	1		16

Table 5.4: Summary of Employee Benefits, Ohio Agribusiness Firms,
1982, Sales Exceeding \$15,000,000.

Item	MANAGER								ASSISTANT MANAGER								DEPARTMENT MANAGER							
	Co.				Employee				Co.				Employee				Co.				Employee			
	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.			
Profit Sharing	7	4					11	6	2					8	6	2						8		
Commission		11					11		8					8		8						8		
Hospital				4	7		11				4	4		8				4	4			8		
Major Medical				4	7		11				4	4		8				4	4			8		
Life			5	3	3		11			1	5	1	1	8			1	5			2	8		
Income Continuation			3	2	4	2	11			3	2	2	1	8			3	3	1	1		8		
Retirement Contrib.				5	6		11			1	3	4		8			1	4	3			8		
Uniforms			5	2	4		11			2	3	3		8			1	4	3			8		
Social Security					10	1	11				1	6	1	8				1	6	1		8		
Workman's Comp.				8	3		11				4	4		8			1	5	2			8		
Vehicle			3	8			11			4	3		1	8			5	3				8		

Item	ELEVATOR EMPLOYEE								OFFICE-CLERICAL EMPLOYEE								SALESPERSON							
	Co.				Employee				Co.				Employee				Co.				Employee			
	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.			
Profit Sharing	6	2					8	6	2					8	4							4		
Commission		8					8		8					8	3	1						4		
Hospital				4	4		8				4	4		8				3	1			4		
Major Medical				4	4		8				4	4		8				3	1			4		
Life			1	5	2		8			1	5		2	8				4				4		
Income Continuation			3	3	1	1	8			3	3	1	1	8			1	2	1			4		
Retirement Contrib.				5	3		8				5	3		8				3	1			4		
Uniforms			1	4	3		8			1	3	2	1	8			1	2	1			4		
Social Security					7	1	8				1	6	1	8				1	3			4		
Workman's Comp.				6	2		8				5	2	1	8				3	1			4		
Vehicle			7	1			8			7	1			8				4				4		

Item	PART-TIME EMPLOYEE				
	Co.		Employee		
	N.A.	Paid	Shared	Paid	No.
Uniforms	5	1			6
Social Security		2	3	1	6
Workman's Comp.		5		1	6

Table 6.1: Summary of Compensation Values and General Employee Characteristics,
Ohio Agribusiness Firms, 1982, Southeast Region.

Item	MANAGER				ASSISTANT MANAGER				DEPARTMENT MANAGER			
	Average	Range		Number	Average	Range		Number	Average	Range		Number
		Low	High			Low	High			Low	High	
Salary	\$16,266	\$15,000	\$30,000	6	\$18,750	\$15,500	\$22,000	2	\$16,466	\$15,000	\$18,000	3
Total Cost of Benefits	5,151	3,000	8,000	4	3,000			2	3,266	2,000	4,000	3
Bonus	2,750	2,500	3,000	2	2,000			1	2,000			1
Age	36.9	30	52	6	31.0	30	72	2	39.7	29	55	3
Education	1.7	0	4	6	4.0			2	0	0	2	3
Work Experience	10.9	1	30	6	3.0	1	5	2	9.7	1	15	3
Vacation (days)	13.5	7	21	6	11.0	7	15	2	15.7	14	21	3

Item	ELEVATOR EMPLOYEE				OFFICE-CLERICAL EMPLOYEE				SALESPERSON			
	Average	Range		Number	Average	Range		Number	Average	Range		Number
		Low	High			Low	High			Low	High	
Salary	\$11,992	\$ 9,000	\$16,000	6	\$11,010	\$ 7,000	\$13,750	5	\$18,666	\$14,500	\$25,000	3
Total Cost of Benefits	2,813	2,000	3,700	4	3,151	2,000	3,500	4	4,500	3,000	6,500	3
Bonus	1,125			2	250			4	2,000			1
Age	28.5	20	40	6	33.0	25	45	5	34	32	35	3
Education	0			6	0			5	2	0	4	3
Work Experience	4.0	1	12	6	5.4	1	14	5	8.3	5	10	3
Vacation (days)	10.4	12	15	6	12.5	12	21	5	15.7	12	21	3

Item	PART-TIME EMPLOYEE			
	Average	Range		Number
		Low	High	
Hourly Wage	\$4.75	\$4.50	\$5.00	2
Age	30			1

Table 6.2: Summary of Compensation Values and General Employee Characteristics,
Ohio Agribusiness Firms, 1982, Southwest Region.

Item	MANAGER				ASSISTANT MANAGER				DEPARTMENT MANAGER			
	Average	Range		Number	Average	Range		Number	Average	Range		Number
		Low	High			Low	High			Low	High	
Salary	\$21,896	\$11,700	\$42,000	28	\$18,410	\$ 8,000	\$29,000	14	\$16,622	\$10,500	\$24,000	17
Total Cost of Benefits	4,625	1,200	10,000	24	3,496	1,200	8,000	12	3,090	1,100	9,500	15
Bonus	6,993	1,000	25,000	9	1,548	500	6,984	10	883	500	1,500	6
Age	42.3	25	58	28	35.9	26	63	14	40.5	31	59	17
Education	2.4	0	4	28	1.4	0	5	14	0	0	4	17
Work Experience	16.8	1	36	28	12.1	1	35	14	16.3	7	40	17
Vacation (days)	14.2	0	30	28	12.8	0	21	14	16.8	10	30	17

Item	ELEVATOR EMPLOYEE				OFFICE-CLERICAL EMPLOYEE				SALESPERSON			
	Average	Range		Number	Average	Range		Number	Average	Range		Number
		Low	High			Low	High			Low	High	
Salary	\$12,292	\$ 1,300	\$16,000	27	\$10,818	\$ 8,000	\$13,673	20	\$15,900	\$12,000	\$19,500	10
Total Cost of Benefits	2,575	480	7,500	12	2,430	300	8,000	21	4,192	1,000	8,000	8
Bonus	520	100	1,000	10	549	100	1,046	8	1,473	600	4,143	6
Age	32.9	24	60	27	36.1	20	60	24	36.7	23	57	10
Education	0	0	1	27	0	0	4	25	2.6	0	4	10
Work Experience	7.4	0	20	27	7.8	1	20	25	8.5	3	30	10
Vacation (days)	12.5	0	21	27	11.2	0	21	25	12.4	10	18	10

Item	PART-TIME EMPLOYEE			
	Average	Range		Number
		Low	High	
Hourly Wage	\$3.97	\$3.50	\$5.00	15
Age	29.3	18	65	16

Table 6.3: Summary of Compensation Values and General Employee Characteristics,
Ohio Agribusiness Firms, 1982, Northeast Region.

Item	MANAGER				ASSISTANT MANAGER				DEPARTMENT MANAGER			
	Average	Range		Number	Average	Range		Number	Average	Range		Number
		Low	High			Low	High			Low	High	
Salary	\$22,630	\$12,000	\$60,000	26	\$18,682	\$ 9,500	\$50,000	18	\$16,657	\$ 9,500	\$30,000	12
Total Cost of Benefits	4,272	0	10,280	22	3,037	0	6,300	16	2,990	1,000	6,033	10
Bonus	6,988	300	21,000	10	1,855	150	4,000	7	1,164	200	5,000	7
Age	45.1	25	62	26	30.9	20	62	17	41.7	22	62	12
Education	1.4	0	5	26	1.9	0	4	18	0	0	4	12
Work Experience	17	1	40	26	8.7	1	30	18	12.6	3	38	12
Vacation (days)	17.2	0	60	26	15.2	0	60	18	12.1	0	30	12

Item	ELEVATOR EMPLOYEE				OFFICE-CLERICAL EMPLOYEE				SALESPERSON			
	Average	Range		Number	Average	Range		Number	Average	Range		Number
		Low	High			Low	High			Low	High	
Salary	\$13,579	\$ 6,000	\$20,500	24	\$11,709	\$ 5,000	\$18,000	19	\$17,000	\$13,000	\$21,000	3
Total Cost of Benefits	2,604	0	5,750	20	2,562	500	3,500	13	3,000	2,000	4,000	2
Bonus	563	100	1,164	11	720	300	1,600	10	1,800			1
Age	33.8	22	57	24	41.1	20	57	19	26.7	22	30	3
Education	0	0	1	24	0	0	3	19	2	0	4	3
Work Experience	68	1	23	24	8.1	2	19	19	3.3	3	4	3
Vacation (days)	12.3	0	21	24	10.2	0	21	19	10.7	10	12	3

Item	PART-TIME EMPLOYEE			
	Average	Range		Number
		Low	High	
Hourly Wage	\$4.03	\$3.10	\$5.00	10
Age	22.5	17	30	10

Table 6.4: Summary of Compensation Values and General Employee Characteristics,
Ohio Agribusiness Firms, 1982, Northwest Region.

Item	MANAGER				ASSISTANT MANAGER				DEPARTMENT MANAGER			
	Average	Range		Number	Average	Range		Number	Average	Range		Number
		Low	High			Low	High			Low	High	
Salary	\$25,436	\$14,500	\$60,000	63	\$20,900	\$10,500	\$50,000	30	\$18,663	\$11,500	\$27,000	31
Total Cost of Benefits	5,279	160	20,200	56	4,310	160	10,000	24	3,826	35	8,000	27
Bonus	4,190	100	18,000	29	3,091	50	18,000	11	1,210	50	5,030	17
Age	42.5	23	64	63	40.2	21	57	30	37.9	25	55	31
Education	1.7	0	5	63	1.4	0	4	0	0.3	0	4	31
Work Experience	13.1	1	42	63	13.3	1	40	30	10.8	1	33	31
Vacation (days)	15.0	0	30	63	14.6	0	30	30	14.3	6	31	31

Item	ELEVATOR EMPLOYEE				OFFICE-CLERICAL EMPLOYEE				SALESPERSON			
	Average	Range		Number	Average	Range		Number	Average	Range		Number
		Low	High			Low	High			Low	High	
Salary	\$14,454	\$10,000	\$23,500	63	\$11,945	\$ 3,500	\$19,000	60	\$18,194	\$ 9,100	\$25,800	17
Total Cost of Benefits	3,203	470	20,700	52	2,765	90	5,000	47	3,617	780	10,000	12
Bonus	402	50	1,100	25	435	50	1,250	26	553	50	1,250	5
Age	32.1	20	48	63	38.4	22	62	61	316	21	46	18
Education	0	0	2	63	0	0	5	61	2	0	4	18
Work Experience	7.0	1	22	63	8.3	1	28	61	7.3	0	28	18
Vacation (days)	11.9	0	25	63	12.1	0	30	61	11.6	0	19	18

Item	PART-TIME EMPLOYEE			
	Average	Range		Number
		Low	High	
Hourly Wage	\$4.71	\$3.35	\$6.35	34
Age	33.1	18	63	33

Item	MANAGER								ASSISTANT MANAGER						DEPARTMENT MANAGER								
	Yes	No	Co.			Employee		No.	Yes	No	Co.			Employee		No.	Yes	No	Co.			Employee	
			N.A.	PaId	Shared	PaId	No.				N.A.	PaId	Shared	PaId	No.				N.A.	PaId	Shared	PaId	No.
Profit Sharing	1	5					6	1	1						2	1	2						3
Commission		6					6	1	1						2		3						3
Hospital				4	2		6					2			2				2	1			3
Major Medical			1	4	1		6					2			2				2	1			3
Life			1	3	2		6			1	1				2			1	1	1			3
Income Continuation			4		1	1	6			1	1				2			1	1	1			3
Retirement Contrib.			3	1	2		6			1	1				2			1	1	1			3
Uniforms			5	1			6			2					2			2		1			3
Social Security				2	4		6				1	1			2				1	2			3
Workman's Comp.				5	1		6				2				2				2	1			3
Vehicle			1	5			6			2					2			3					3

Item	ELEVATOR EMPLOYEE								OFFICE-CLERICAL EMPLOYEE						SALESPERSON								
	Yes	No	Co.			Employee		No.	Yes	No	Co.			Employee		No.	Yes	No	Co.			Employee	
			N.A.	PaId	Shared	PaId	No.				N.A.	PaId	Shared	PaId	No.				N.A.	PaId	Shared	PaId	No.
Profit Sharing	1	5					6	2	3						5	1	2						3
Commission		6					6		5						5	2	1						3
Hospital				2	4		6			2	3				5				2	1			3
Major Medical			1	2	3		6			2	2				5				2	1			3
Life			2	1	3		6			1	2				5			1	1	1			3
Income Continuation			4	1	1		6			1	1				5			1	1	1			3
Retirement Contrib.			4	1	1		6			1	2				5			1	1	1			3
Uniforms			4	1	1		6				1				5			2		1			3
Social Security			1	1	4		6			1	3				5				1	2			3
Workman's Comp.			1	4	1		6			3	1				5				2	1			3
Vehicle			6				6								5				3				3

Table 7.2: Summary of Employee Benefits, Ohio Agribusiness Firms,
1982, Southwest Region.

Item	MANAGER							ASSISTANT MANAGER							DEPARTMENT MANAGER						
			Co.		Employee					Co.		Employee					Co.		Employee		
	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.
Profit Sharing	9	19					28	2	12					14	7	10					17
Commission	1	29					28		14					14		17					17
Hospital				24	4		28				12	2		14				14	3		17
Major Medical				24	4		28				12	2		14				14	3		17
Life			6	15	6	1	28			3	8		1	14			3	9	4	1	17
Income Continuation			19	8	1		28			10	4			14			11	4	2		17
Retirement Contrib.			15	6	6	1	28			9	4	1		14			5	6	6		17
Uniforms			14	9	4	1	28			8	4	2		14			9	6	2		17
Social Security			2	12	11	3	28				8	5	1	14			1	4	10	2	17
Workman's Comp.			2	23	2	1	28			1	11	2		14				14	2	1	17
Vehicle			13	15			28			8	6			14				15	2		17

Item	ELEVATOR EMPLOYEE							OFFICE-CLERICAL EMPLOYEE							SALESPERSON						
			Co.		Employee					Co.		Employee					Co.		Employee		
	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.
Profit Sharing	8	19					27	7	18					25	5	5					10
Commission		27					27		25					25	5	5					10
Hospital				20	7		27			2	16	7		25				6	4		10
Major Medical				19	8		27			3	14	8		25				6	4		10
Life			7	13	6	1	27			7	11	6	1	25				7	2	1	10
Income Continuation			20	5	2		27			19	4	2		25			5	3	2		10
Retirement Contrib.			15	6	5	1	27			13	5	7		25			2	2	5	1	10
Uniforms			15	8	3	1	27			19	4	2		25			4	3	3		10
Social Security			1	8	15	3	27			2	8	13	2	25				3	6	1	10
Workman's Comp.			1	22	3	1	27			1	20	3	1	25				9	1		10
Vehicle			27				27			25				25			2	8			10

Table 7.3: Summary of Employee Benefits, Ohio Agribusiness Firms,
1982, Northeast Region.

Item	MANAGER								ASSISTANT MANAGER								DEPARTMENT MANAGER							
	Co.				Employee				Co.				Employee				Co.				Employee			
	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.			
Profit Sharing	10	16					26	8	10					18	4	7					11			
Commission	1	25					26	1	17					18	1	10					11			
Hospital			1	18	7		26			2	9	6	1	18				6	4	1	11			
Major Medical			3	17	6		26			3	8	6	1	18				6	4	1	11			
Life			6	14	6	2	26			6	6	3	3	18			3	4	3	1	11			
Income Continuation			17	5	4		26			13	1	3	1	18			7	1	3		11			
Retirement Contrib.			12	7	5	2	26			8	4	4	2	18			4	4	3		11			
Uniforms			21	4		1	26			14	3	1		18			7	3	1		11			
Social Security			3	11	10	2	26			1	5	9	3	18			1	4	5	1	11			
Workman's Comp.			2	23	1		26			2	15	1		18			1	8	2		11			
Vehicle			12	12	2		26			12	4	1	1	18			8	1	2		11			

Item	ELEVATOR EMPLOYEE								OFFICE-CLERICAL EMPLOYEE								SALESPERSON							
	Co.				Employee				Co.				Employee				Co.				Employee			
	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.			
Profit Sharing	6	18					24	5	14					19	2	1					3			
Commission		24					24		19					19	2	1					3			
Hospital			2	14	8		24			2	9	7	1	19				1	2		3			
Major Medical			4	12	7	1	24			3	9	6	1	19				1	2		3			
Life			6	11	4	3	24			5	7	4	3	19				1	2		3			
Income Continuation			16	3	4	1	24			13	2	3	1	19					3		3			
Retirement Contrib.			12	6	5	1	24			10	5	3	1	19			1		2		3			
Uniforms			17	4	3		24			16	2	1		19			1	1		1	3			
Social Security			2	9	12	1	24			2	6	10	1	19			1		2		3			
Workman's Comp.			1	22	1		24			1	15	2	1	19			1	1	1		3			
Vehicle			23		1		24			18		1		19			2	1			3			

Table 7.4: Summary of Employee Benefits, Ohio Agribusiness Firms,
1982, Northwest Region.

Item	MANAGER							ASSISTANT MANAGER							DEPARTMENT MANAGER						
			Co.		Employee					Co.		Employee					Co.		Employee		
	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.
Profit Sharing	23	40					63	13	17					30	16	17					33
Commission	1	62					63	2	28					30	2	31					33
Hospital			2	46	15		63				22	8		30				20	13		33
Major Medical			4	45	14		63			1	22	7		30				21	12		33
Life			20	30	12	1	63			6	18	4	1	30			6	17	9	1	33
Income Continuation			36	18	5	4	63			17	7	4	2	30			14	12	5	1	33
Retirement Contrib.			19	20	23	1	63			8	11	9	2	30			7	12	14		33
Uniforms			33	21	8	1	63			12	9	7	2	30			10	15	8		33
Social Security			5	15	41	2	63			3	11	16		30				10	22	1	33
Workman's Comp.			4	53	6		63			2	22	4	2	30				28	5		33
Vehicle			23	34	5		63			18	12			30			24	7	2		33

Item	ELEVATOR EMPLOYEE							OFFICE-CLERICAL EMPLOYEE							SALESPERSON						
			Co.		Employee					Co.		Employee					Co.		Employee		
	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.	Yes	No	N.A.	Paid	Shared	Paid	No.
Profit Sharing	19	45					64	17	44					61	7	11					18
Commission	1	63					64	1	60					61	10	8					18
Hospital			1	42	20	1	64			4	38	18	1	61				11	7		18
Major Medical			2	43	18	1	64			5	37	18	1	61				11	7		18
Life			19	30	13	2	64			20	26	13	2	61			4	9	5		18
Income Continuation			41	14	6	3	64			39	14	6	2	61			6	7	4	1	18
Retirement Contrib.			21	19	23	1	64			19	19	22	1	61			5	7	6		18
Uniforms			27	26	11		64			37	17	11		61			4	9	5		18
Social Security			4	20	39	1	64			4	19	36	1	61			1	6	8		18
Workman's Comp.			3	55	6		64			2	53	6		61			1	14	3		18
Vehicle			57	6	1		64			56	4	1		61			4	12	2		18

Table 8: A Comparison of Earnings of Non-Supervisory Employees:
Agribusiness versus Metropolitan Manufacturing and
Service Industries.

Occupation	Number in Sample	Average Earnings
Office-Clerical Employee: Agribusiness	98	\$199 per week
Composite Office- Clerical Employee	11,096	\$229 per week
Elevator Employee: Agribusiness	108	\$6.14 per hour
Composite Warehouse/ Transport Employee	26,402	\$9.04 per hour

Source: U.S. Department of Labor, Bureau of Labor Statistics
Area Wage Survey, Cleveland, Cincinnati, Columbus, and
Toledo Metropolitan Areas, 1981.

